

DTR-9567

31 JAN 1974

MEMORANDUM FOR: Secretary, CIA Management Committee
THROUGH : Deputy Director for Management & Services
SUBJECT : Review of Training (MCA-20)
REFERENCE : Memo to DD/M&S from Secretary, CIA
Management Committee dtd 10 Jan 74;
same subj.

Attached are brief explanations on the status of actions resulting from my meeting with Dr. Schlesinger and the Management Committee on 18 April 1973. I would be pleased to discuss these matters with the Committee.

STATINTL

Alfonso Rodriguez
Director of Training

Att

Office of Training
Actions from Management Committee Meeting, 18 April 1973

TASKS

1. The Intelligence Process
"...need for study and analysis of the intelligence process as a major challenge to the professionalism of the Agency..."

"...teach how Government bureaucracy works and how policy decisions are made."

SUMMARY OF ACTIONS TAKEN

A study of current OTR coverage of this subject was accomplished on 2 July 1973 and is available for review.

The interrelationship of all factors bearing on the Intelligence Process is and will continue to receive OTR attention. The desired unity among these elements is not a simple goal to achieve, but progress is being made in our training programs.

CURRENT STATUS

Continuing indefinitely.

New approaches in information science training (systems dynamics), development of new approaches and materials for training analysts, a new research unit concerning intelligence and international affairs, and plans for adapting intelligence officer training to a modular concept are all illustrative of the continuing attention OTR is giving to this subject.

2. The Scholars Program ...
"...that outside scholars be invited to address larger audiences...in the auditorium."

Plan launched on Tuesday, 9 Oct 73, under the title of "The Eminent Speakers Program."

There have been four speakers thus far:

Next speaker scheduled for 12 Feb 74:

STATINTL

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

3. The Consultants Program

"...find ways to expose Agency officers to the views of outside scholars and learn from their criticisms."

"...best brains be brought to bear on intelligence problems."

"...a mixture of senior Agency officers and outside scholars and professionals to help us structure a training program and overcome past tendencies to teach collection, analysis, and production separately."

"...vehicles for self-criticism within the Agency."

The Board of Visitors concept was approved 20 Nov 73 by the Management Committee.

Parts of this program are closely related to the Scholars Program, above.

Action continues.

Letters of invitation to prospective members of the Board are being drafted. Discussion and screening with DD/M&S is planned within a week.

4. The Seminar Program

"...continuation of the Country Seminars..."

OTR is prepared to organize and conduct area seminars as required. There are three such seminars now presented: Latin American Area Seminar, China Familiarization and USSR Country Survey.

Action completed pending further requests from customers.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

- | | | |
|--|--|---|
| 5. <u>The Training Materials Program</u>
"...reading lists be developed..."

"...continuation of case studies as training vehicles." | An inventory of case studies and potential case-study topics is available in OTR for review.

Case-studies are used in most OTR courses and will continue to be one of the most important pedagogical techniques used. | Efforts continue to locate suitable cases for adaptation as illustrative material in OTR courses. |
| 6. <u>Language Development: Sanctions</u>
"...establishment of sanctions which would provide incentives to the Language Development Program..." | The DTR discussed the subject of sanctions with the Management Committee on 14 Jan 74. | DTR has informed the DCI that following further discussion with the Language Development Committee and the DDO, specific recommendations will be made about sanctions. |
| 7. <u>Management Training</u>
"...continue to examine the need for management training..." | Considerable research has been done on management training and reviewed by the Board of Overseers. A new course for middle-level managers has been devised and completed a successful trial run. It will be offered on a continuing basis. | Initial action completed.

Management training, including instruction in MBO, still requires priority attention and will be of continuing interest to OTR for an indefinite period. |

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

TASKS

SUMMARY OF ACTIONS TAKEN

CURRENT STATUS

8. Community Training
"...recommendations on OTR's
role in Community training..."

The IC Staff is examining this subject in detail. Numerous discussions have been held with the OTR Staff. Statistics and other data have been provided as requested by the IC Staff.

OTR is now cooperating with IC Staff and ACSI in the latter's review of the suitability of DTS facilities for transferring DOD HUMINT training to DTS. Also, Community Language Training is scheduled for further study by the IC Staff.

STATINTL

9.



10. After-Hours Instruction
"...some of our highly qualified line managers and analysts teach courses after hours or in addition to their other duties during the normal working day."

Off-Campus Program began in September 73. There were 242 registrants in 17 courses.

All Employee Bulletin No. 385 dtd 6 Dec 73 circulated. There are, at present, 274 registrants in 16 courses.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000200010001-5

74-210

DD/M&S 74-0103

DTR-9475

10 January 1974

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Review of Training (MCA-20)

Harold :

In the course of my review of what may be pending as a result of past Management Committee meetings, I am struck by the great number of actions that grew out of the 18 April 1973 meeting on the Office of Training. There is room for some confusion as to the status, and I would appreciate Al Rodriguez forwarding to us a brief report sometime within the next couple of weeks.

STATINTL


Carl E. Duckett
Secretary

DD/M&S Distribution:
Orig - DD/M&S Subj
17- DTR

Approved For Release 2000/08/04 : CIA-RDP78-06215A000200010001-5

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000200010001-5

UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Director of Training 1026 C of C Bldg.				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
<p>Please pull together a status report on the Review of Training (MCA-20) and forward to the DD/M&S. Would be inclined to feel that this should cover what was done, as well as the work which remains.</p> <p>Suspense: 30 January 1974.</p> <p style="text-align: center;">  LJD </p> <p>Att: DD/M&S 74-0103</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Executive Officer to the DD/M&S					
UNCLASSIFIED		CONFIDENTIAL		SECRET	

Approved For Release 2000/08/04 : CIA-RDP78-06215A000200010001-5